

United States General Accounting Office

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GAO

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# Compendium of GAO Indicator Statistics for 1991

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# Preface

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This is a compendium of the GAO-wide and division/region-specific statistics underlying GAO's 1991 Annual Report of Key Performance Indicators. This information is presented in three parts.

Part I contains GAO-wide statistics. Parts II and III contain division/region-specific statistics, respectively.

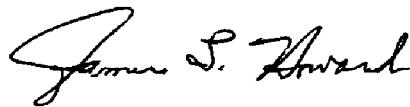
Indicator information within each part is grouped into three sections:

Section I presents the results of GAO's work. Section II focuses on managing GAO's work. Section III is a profile of GAO's human resources.

The data presented in this compendium have been drawn from centralized GAO data sources and disaggregated down to the unit level. Individual units' data bases may contain additional information for more specific comparative purposes. All statistics are for fiscal years, unless otherwise noted.

During 1991, GAO introduced a new Mission Assignment Tracking System and changed measurement criteria for several indicators, including timeliness and resource utilization. In several cases, therefore, comparisons of 1991 data with those of prior years, while comparable, may not be precise.

I wish to thank GAO's staff offices for developing the statistics. Any question and comments should be directed to Kevin Boland, Director, Office of Information Management and Communications (OIMC), or Raymond Olsen, OIMC.



James Howard  
Assistant Comptroller General  
for Operations

## GAO-Wide

| <b>SECTION I: Results of GAO's Work</b>       | <b>1987</b> | <b>1988</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|-------------|-------------|
| <b>Product volume</b>                         |             |             |             |             |             |
| Total products                                | 1,112       | 1,289       | 1,310       | 1,470       | 1,381       |
| Congressional written reports/testimonies     | 836         | 1,048       | 1,046       | 1,227       | 1,157       |
| Chapter reports                               | 187         | 238         | 227         | 271         | 230         |
| Letter reports                                | 199         | 313         | 438         | 450         | 526         |
| Testimonies                                   | 161         | 227         | 217         | 306         | 277         |
| Briefing reports                              | 184         | 167         | 85          | 98          | 69          |
| Fact sheets                                   | 105         | 103         | 79          | 102         | 55          |
| Agency reports                                | 94          | 48          | 52          | 54          | 70          |
| Congressional briefings                       | 182         | 193         | 212         | 189         | 154         |
| <b>Testimony</b>                              |             |             |             |             |             |
| Number of appearances                         | 161         | 227         | 217         | 306         | 277         |
| House committees                              | 105         | 166         | 163         | 205         | 204         |
| Senate committees                             | 54          | 60          | 54          | 99          | 71          |
| Joint committees/other                        | 2           | 1           | 0           | 2           | 2           |
| Number of different lead witnesses            | 47          | 58          | 63          | 71          | 57          |
| <b>OGC output</b>                             |             |             |             |             |             |
| Total external products                       | 3,428       | 3,786       | 3,818       | 3,584       | 3,906       |
| Opinions for the Congress                     | 185         | 225         | 232         | 244         | 222         |
| Bid protest decisions                         | 2,949       | 2,992       | 2,917       | 2,822       | 3,071       |
| Executive branch decisions                    | 294         | 569         | 669         | 518         | 613         |
| <b>Impact/accomplishments</b>                 |             |             |             |             |             |
| Financial benefits (billions)                 | \$18.20     | \$23.56     | \$7.84      | \$15.36     | \$33.80     |
| Defense programs                              | \$13.56     | \$11.72     | \$3.31      | \$11.26     | \$17.60     |
| Civil programs                                | \$4.64      | \$11.84     | \$4.53      | \$4.10      | \$16.20     |
| Accomplishment reports                        | 159         | 204         | 225         | 231         | 209         |
| Monetary                                      | 76          | 111         | 79          | 88          | 87          |
| Nonmonetary                                   | 83          | 93          | 146         | 143         | 122         |
| Recommendations made                          | 918         | 995         | 1,125       | 1,650       | 1,652       |
| Implemented to date                           | 681         | 715         | 760         | 808         | 257         |
| Not implemented; open                         | 30          | 130         | 205         | 677         | 1,360       |
| Closed but not implemented                    | 207         | 150         | 160         | 165         | 35          |
| <b>Report standards</b>                       |             |             |             |             |             |
| Adherence to standards (on a scale of 1 to 5) | 3.27        | 3.25        | 3.30        | 3.29        | 3.33        |

(continued)

**Part I: Table of Key Performance Statistics**  
GAO-Wide

| <b>SECTION II: Managing GAO's Work</b>                    | <b>1987</b> | <b>1988</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|-------------|-------------|
| <b>Direct assistance to the Congress</b>                  |             |             |             |             |             |
| Percent of GAO's audit staff-years assisting the Congress | 82.5        | 82.2        | 82.3        | 81.5        | 80.5        |
| New congressional starts                                  | 1,182       | 1,248       | 1,317       | 1,521       | 1,491       |
| <b>Active assignments</b>                                 |             |             |             |             |             |
| Total assignments   | 1,121       | 1,119       | 1,178       | 1,198       | 1,183       |
| By age (percent)  |             |             |             |             |             |
| Less than 12 months                                       | 78.9        | 79.1        | 80.4        | 83.2        | 80.7        |
| 12 to 18 months   | a           | a           | 13.0        | 11.1        | 13.2        |
| 18 to 24 months   | a           | a           | 4.6         | 3.5         | 5.3         |
| Over 24 months  | 2.1         | 2.6         | 1.9         | 1.5         | 0.8         |
| <b>Completed assignments</b>                              |             |             |             |             |             |
| Total assignments   | 1,251       | 1,431       | 1,473       | 1,707       | 1,747       |
| Headquarters led  | 883         | 1,040       | 1,083       | 1,197       | 1,207       |
| Region led  | 368         | 391         | 390         | 510         | 540         |
| <b>Duration (months)</b>                                  |             |             |             |             |             |
| Median duration, all                                      | 8.5         | 8.1         | 7.8         | 7.2         | 5.9         |
| Average duration, all                                     | 10.5        | 9.7         | 9.6         | 9.0         | 8.9         |
| Reports to committees, members, and the Congress          | 15.9        | 14.2        | 13.9        | 13.9        | 13.1        |
| Briefing reports and fact sheets                          | 8.6         | 9.0         | 9.4         | 8.4         | 7.5         |
| Testimonies   | 4.5         | 3.6         | 3.7         | 2.6         | 2.4         |
| Agency reports  | 19.6        | 13.2        | 15.2        | 12.0        | 11.9        |
| <b>Cost</b>   |             |             |             |             |             |
| Median cost (thousands)                                   | \$104       | \$103       | \$88        | \$105       | \$75        |
| Average cost (thousands)                                  | \$215       | \$195       | \$194       | \$197       | \$180       |
| <b>Timeliness</b>   |             |             |             |             |             |
| Blue book reports (percent)                               |             |             |             |             |             |
| By target date  | 16.3        | 18.1        | 15.8        | 19.0        | 27.0        |
| 1 day to 2 months late                                    | 27.0        | 28.3        | 26.9        | 28.0        | 30.0        |
| 2 to 6 months late  | 30.3        | 27.8        | 33.2        | 32.3        | 28.0        |
| Over 6 months late  | 26.4        | 25.7        | 24.1        | 20.7        | 15.0        |
| All external products by target date (percent)            | a           | a           | a           | a           | 46.0        |
| <b>Resource utilization (percent)</b>                     |             |             |             |             |             |
| Administrative support time                               | a           | a           | a           | a           | 21.4        |
| Investment time   | a           | a           | a           | a           | 6.1         |
| Direct time   | a           | a           | a           | a           | 72.5        |

(continued)

**Part I: Table of Key Performance Statistics  
GAO-Wide**

| <b>SECTION III: Profile of GAO's Human Resources</b>       | <b>1987</b> | <b>1988</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|-------------|-------------|
| <b>Work force</b>  |             |             |             |             |             |
| Total work force   | 5,166       | 5,151       | 5,181       | 5,189       | 5,190       |
| Divisions  | 2,214       | 2,396       | 2,383       | 2,389       | 2,393       |
| Staff offices  | 885         | 934         | 960         | 952         | 974         |
| Regional offices   | 2,067       | 1,821       | 1,838       | 1,848       | 1,823       |
| Professional work force by level/grade                     |             |             |             |             |             |
| SES  | 130         | 132         | 141         | 138         | 138         |
| Management level and GS-15                                 | 468         | 482         | 509         | 536         | 611         |
| Senior level and GS-13/14                                  | 1,881       | 1,898       | 1,900       | 1,929       | 2,059       |
| Staff level and GS-7 to GS-12                              | 1,850       | 1,818       | 1,852       | 1,837       | 1,640       |
| Work force by job category                                 |             |             |             |             |             |
| Evaluators   | 3,108       | 3,076       | 3,070       | 3,066       | 3,019       |
| Evaluator-related specialists                              | 575         | 587         | 591         | 622         | 665         |
| Lawyers  | 122         | 138         | 151         | 153         | 153         |
| Administrative/technical                                   | 402         | 405         | 448         | 460         | 474         |
| Support staff  | 829         | 813         | 780         | 710         | 739         |
| Senior management  | 130         | 132         | 141         | 139         | 141         |
| <b>EEO</b>   |             |             |             |             |             |
| Women and minorities in the professional staff             |             |             |             |             |             |
| Women  | 1,369       | 1,442       | 1,576       | 1,661       | 1,719       |
| Blacks   | 506         | 522         | 572         | 592         | 615         |
| Hispanics  | 125         | 128         | 149         | 167         | 181         |
| Asians   | 92          | 108         | 121         | 134         | 146         |
| Others   | 9           | 9           | 8           | 8           | 8           |
| Women and minorities at the Staff and GS-7 to GS-12 levels |             |             |             |             |             |
| Women  | 960         | 976         | 1,018       | 1,016       | 925         |
| Blacks   | 331         | 325         | 351         | 340         | 319         |
| Hispanics  | 88          | 94          | 101         | 109         | 101         |
| Asians   | 59          | 70          | 74          | 76          | 76          |
| Others   | 6           | 7           | 5           | 4           | 3           |
| Women and minorities at Senior and GS-13/14 levels         |             |             |             |             |             |
| Women  | 366         | 412         | 462         | 526         | 640         |
| Blacks   | 167         | 185         | 193         | 215         | 250         |
| Hispanics  | 36          | 32          | 43          | 52          | 69          |
| Asians   | 24          | 28          | 35          | 44          | 53          |
| Others   | 3           | 2           | 3           | 4           | 5           |
| Women and minorities at Management and GS-15 levels        |             |             |             |             |             |
| Women  | 43          | 54          | 75          | 97          | 132         |
| Blacks   | 8           | 12          | 20          | 28          | 38          |
| Hispanics  | 1           | 2           | 2           | 2           | 7           |
| Asians   | 9           | 10          | 11          | 11          | 13          |

(continued)

**Part I: Table of Key Performance Statistics  
GAO-Wide**

| <b>SECTION III: Profile of GAO's Human Resources</b> | <b>1987</b> | <b>1988</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|-------------|-------------|
| <b>Women and minorities in the SES</b>               |             |             |             |             |             |
| Women  | 16          | 19          | 21          | 22          | 22          |
| Blacks   | 7           | 7           | 8           | 8           | 8           |
| Hispanics  | 1           | 3           | 3           | 4           | 4           |
| Asians   | 1           | 1           | 1           | 3           | 4           |
| <b>Affirmative action</b>                            |             |             |             |             |             |
| <b>Goals/achievement for hiring and promotions</b>   |             |             |             |             |             |
| Staff level and GS-7 to GS-12 goal                   | 182         | 83          | 61          | 45          | 28          |
| Achievement  | 340         | 81          | 70          | 64          | 33          |
| Senior level and GS-13/14 goal                       | 125         | 134         | 104         | 96          | 92          |
| Achievement  | 99          | 92          | 105         | 122         | 109         |
| Management level and GS-15 goal                      | 15          | 24          | 23          | 40          | 17          |
| Achievement  | 12          | 15          | 17          | 35          | 19          |
| <b>Recruitment/hiring</b>                            |             |             |             |             |             |
| Total hires  | 625         | 349         | 457         | 453         | 341         |
| Professional   | 484         | 267         | 356         | 378         | 298         |
| Support staff  | 146         | 84          | 101         | 75          | 43          |
| <b>Hires by job category</b>                         |             |             |             |             |             |
| Evaluators (headquarters)                            | 81          | 58          | 80          | 109         | 56          |
| Evaluators (regions)                                 | 216         | 94          | 143         | 138         | 108         |
| Evaluator-related specialists                        | 131         | 61          | 73          | 91          | 105         |
| Lawyers  | 16          | 22          | 18          | 5           | 10          |
| Administrative/technical                             | 40          | 32          | 42          | 34          | 18          |
| Support staff  | 146         | 84          | 101         | 75          | 43          |
| <b>Entry-level hires by academic degree</b>          |             |             |             |             |             |
| Doctoral   | 4           | 0           | 4           | 1           | 4           |
| Master's   | 131         | 53          | 111         | 150         | 121         |
| Bachelor's   | 165         | 49          | 114         | 88          | 62          |
| <b>Entry-level hires by academic field</b>           |             |             |             |             |             |
| Public administration/policy                         | 104         | 42          | 88          | 105         | 69          |
| Business administration                              | 79          | 35          | 45          | 59          | 52          |
| Accounting   | 60          | 5           | 33          | 40          | 39          |
| Computer science                                     | 18          | 8           | 2           | 5           | 2           |
| Other (includes social sciences and economics)       | 39          | 12          | 61          | 30          | 25          |
| <b>Training</b>                                      |             |             |             |             |             |
| <b>Percent of staff with 80 or more CPE units</b>    |             |             |             |             |             |
| GAO-wide   | a           | a           | a           | 43.8        | 77.1        |
| Division staff                                       | a           | a           | a           | 44.9        | 75.3        |
| Regional office staff                                | a           | a           | a           | 42.8        | 81.0        |

(continued)

**Part I: Table of Key Performance Statistics**  
**GAO-Wide**

| <b>SECTION III: Profile of GAO's Human Resources</b> | <b>1987</b> | <b>1988</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|-------------|-------------|
| <b>Percent of staff with 40 or more CPE units</b>    |             |             |             |             |             |
| GAO-wide   | a           | a           | a           | 91.6        | 97.6        |
| Division staff                                       | a           | a           | a           | 91.4        | 97.3        |
| Regional office staff                                | a           | a           | a           | 92.3        | 96.6        |
| <b>Attrition</b>                                     |             |             |             |             |             |
| Total  | 459         | 448         | 413         | 484         | 348         |
| Professional   | 333         | 327         | 320         | 377         | 289         |
| Support staff  | 126         | 121         | 93          | 103         | 59          |
| <b>Attrition by job category</b>                     |             |             |             |             |             |
| Evaluators   | 217         | 221         | 220         | 260         | 205         |
| Evaluator-related specialists                        | 62          | 50          | 57          | 71          | 43          |
| Lawyers  | 14          | 14          | 8           | 6           | 7           |
| Administrative/technical                             | 40          | 42          | 35          | 40          | 27          |
| Support staff  | 126         | 121         | 93          | 103         | 59          |
| <b>Professional staff attrition</b>                  |             |             |             |             |             |
| Headquarters   | 198         | 189         | 198         | 243         | 161         |
| Regions  | 135         | 138         | 122         | 134         | 128         |
| <b>Professional staff attrition by level/grade</b>   |             |             |             |             |             |
| Staff level and GS-7 to GS-12                        | 202         | 175         | 171         | 190         | 150         |
| Senior level and GS-13/14                            | 102         | 109         | 118         | 134         | 108         |
| Management level and GS-15                           | 22          | 35          | 26          | 41          | 24          |
| SES  | 7           | 8           | 5           | 12          | 7           |

<sup>a</sup>Data not available.





# Accounting and Financial Management Division

|   | 1989  | 1990   | 1991   |
|---|-------|--------|--------|
| <b>SECTION I: Results of AFMD's Work</b>                  |       |        |        |
| <b>Product volume</b>                                     |       |        |        |
| Total products  | 102   | 100    | 72     |
| Congressional written reports/testimonies                 | 84    | 86     | 53     |
| Chapter reports   | 13    | 6      | 3      |
| Letter reports  | 49    | 52     | 41     |
| Testimonies   | 13    | 15     | 6      |
| Briefing reports  | 5     | 4      | 1      |
| Fact sheets   | 4     | 9      | 2      |
| Agency reports  | 10    | 7      | 12     |
| Congressional briefings                                   | 8     | 7      | 7      |
| <b>Impact/accomplishments</b>                             |       |        |        |
| Financial benefits (billions)                             | \$ 36 | \$1.39 | \$ .54 |
| Nonmonetary accomplishment reports                        | 23    | 19     | 5      |
| <b>Report standards</b>                                   |       |        |        |
| Adherence to standards (on a scale of 1 to 5)             | 3.27  | 3.33   | 3.23   |
| <b>SECTION II: Managing AFMD's Work</b>                   |       |        |        |
| <b>Direct assistance to the Congress</b>                  |       |        |        |
| Percent of GAO's audit staff-years assisting the Congress | 47.5  | 46.8   | 34.0   |
| Congressional assignments started                         | 104   | 111    | 73     |
| <b>Active assignments</b>                                 | 95    | 86     | 85     |
| <b>Completed assignments</b>                              |       |        |        |
| Total assignments   | 125   | 152    | 133    |
| Average duration (months)                                 | 9.8   | 9.7    | 9.6    |
| Median duration (months)                                  | 9.0   | 7.9    | 8.6    |
| Average cost (thousands)                                  | \$260 | \$263  | \$270  |
| Median cost (thousands)                                   | \$55  | \$80   | \$87   |
| <b>Timeliness (percent)</b>                               |       |        |        |
| Blue book reports by target date                          | 17.0  | 26.0   | 24.0   |
| All external products by target date                      | a     | a      | 37.0   |
| <b>Resource utilization (percent)</b>                     |       |        |        |
| Administrative support time                               | a     | a      | 18     |
| Investment time   | a     | a      | 6      |
| Direct time   | a     | a      | 76     |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
Accounting and Financial  
Management Division**

| <b>SECTION II: Profile of AFMD's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Work force</b>                                    |             |             |             |
| Total work force                                     | 298         | 296         | 313         |
| Work force by job category                           |             |             |             |
| Evaluators   | 52          | 43          | 32          |
| Evaluator-related specialists                        | 197         | 207         | 233         |
| Administrative/technical                             | 22          | 11          | 13          |
| Support staff  | 27          | 25          | 27          |
| Professional work force by level/grade               |             |             |             |
| SES  | 9           | 10          | 8           |
| Management level and GS-15                           | 50          | 54          | 68          |
| Senior level and GS-13/14                            | 103         | 105         | 112         |
| Staff level and GS-7 to GS-12                        | 109         | 102         | 98          |
| <b>Recruitment/hiring</b>                            |             |             |             |
| Evaluators   | 0           | 7           | 6           |
| Evaluator-related specialists                        | 21          | 24          | 52          |
| Administrative/technical                             | 1           | 0           | 1           |
| Support staff  | 1           | 1           | 3           |
| <b>Training</b>                                      |             |             |             |
| Average training hours per staff member <sup>b</sup> | 33          | 74          | 78          |
| SES staff  | 5           | 109         | 60          |
| Management level and GS-15                           | 23          | 76          | 75          |
| Senior level and GS-13/14                            | 27          | 68          | 65          |
| Staff level and GS-7 to GS-12                        | 49          | 77          | 105         |
| <b>Attrition</b>                                     |             |             |             |
| Professionals  | 26          | 30          | 24          |
| Support staff  | 4           | 2           | 3           |
| Attrition by job category                            |             |             |             |
| Evaluators   | 4           | 7           | 3           |
| Evaluator-related specialists                        | 22          | 20          | 18          |
| Administrative/technical                             | 0           | 3           | 1           |
| Support staff  | 4           | 2           | 3           |
| Professional staff attrition by level/grade          |             |             |             |
| SES staff  | 0           | 1           | 2           |
| Management level and GS-15                           | 2           | 5           | 5           |
| Senior level and GS-13/14                            | 6           | 10          | 7           |
| Staff level and GS-7 to GS-12                        | 18          | 14          | 10          |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# General Government Division

|   | 1989   | 1990   | 1991   |
|---|--------|--------|--------|
| <b>SECTION I: Results of GGD's Work</b>                   |        |        |        |
| <b>Product volume</b>                                     |        |        |        |
| Total products  | 188    | 203    | 203    |
| Congressional written reports/testimonies                 | 149    | 166    | 172    |
| Chapter reports   | 44     | 37     | 35     |
| Letter reports  | 46     | 50     | 64     |
| Testimonies   | 35     | 56     | 46     |
| Briefing reports  | 13     | 9      | 12     |
| Fact sheets   | 12     | 14     | 15     |
| Agency reports  | 6      | 7      | 7      |
| Congressional briefings                                   | 32     | 30     | 24     |
| <b>Impact/accomplishments</b>                             |        |        |        |
| Financial benefits (billions)                             | \$1.99 | \$3.38 | \$2.66 |
| Nonmonetary accomplishment reports                        | 21     | 24     | 24     |
| <b>Report standards</b>                                   |        |        |        |
| Adherence to standards (on a scale of 1 to 5)             | 3.42   | 3.30   | 3.48   |
| <b>SECTION II: Managing GGD's Work</b>                    |        |        |        |
| <b>Direct assistance to the Congress</b>                  |        |        |        |
| Percent of GAO's audit staff-years assisting the Congress | 84.5   | 82.4   | 86.0   |
| Congressional assignments started                         | 206    | 254    | 237    |
| <b>Active assignments</b>                                 | 154    | 173    | 178    |
| <b>Completed assignments</b>                              |        |        |        |
| Total assignments   | 243    | 255    | 284    |
| Average duration (months)                                 | 9.3    | 7.7    | 8.5    |
| Median duration (months)                                  | 6.8    | 5.5    | 6.3    |
| Average cost (thousands)                                  | \$200  | \$187  | \$176  |
| Median cost (thousands)                                   | \$80   | \$85   | \$61   |
| <b>Timeliness (percent)</b>                               |        |        |        |
| Blue book reports by target date                          | 17.0   | 22.0   | 21.0   |
| All external products by target date                      | a      | a      | 47.0   |
| <b>Resource utilization (percent)</b>                     |        |        |        |
| Administrative support time                               | a      | a      | 15     |
| Investment time   | a      | a      | 5      |
| Direct time   | a      | a      | 80     |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
General Government Division**

| <b>SECTION III: Profile of GGD's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Work force</b>                                    |             |             |             |
| Total work force                                     | 446         | 444         | 443         |
| Work force by job category                           |             |             |             |
| Evaluators   | 285         | 276         | 270         |
| Evaluator-related specialists                        | 44          | 53          | 53          |
| Administrative/technical                             | 49          | 38          | 42          |
| Support staff  | 68          | 65          | 65          |
| Professional work force by level/grade               |             |             |             |
| SES  | 12          | 12          | 13          |
| Management level and GS-15                           | 52          | 52          | 58          |
| Senior level and GS-13/14                            | 165         | 167         | 167         |
| Staff level and GS-7 to GS-12                        | 149         | 148         | 140         |
| <b>Recruitment/hiring</b>                            |             |             |             |
| Evaluators   | 19          | 18          | 9           |
| Evaluator-related specialists                        | 7           | 10          | 3           |
| Administrative/technical                             | 2           | 4           | 4           |
| Support staff  | 0           | 8           | 10          |
| <b>Training</b>                                      |             |             |             |
| Average training hours per staff member <sup>a</sup> | 30          | 70          | 60          |
| SES staff  | 11          | 128         | 106         |
| Management level and GS-15                           | 31          | 62          | 82          |
| Senior level and GS-13/14                            | 26          | 66          | 61          |
| Staff level and GS-7 to GS-12                        | 40          | 74          | 64          |
| <b>Attrition</b>                                     |             |             |             |
| Professionals  | 25          | 29          | 20          |
| Support staff  | 2           | 8           | 7           |
| Attrition by job category                            |             |             |             |
| Evaluators   | 20          | 23          | 16          |
| Evaluator-related specialists                        | 2           | 3           | 2           |
| Administrative/technical                             | 3           | 3           | 2           |
| Support staff  | 2           | 8           | 7           |
| Professional staff attrition by level/grade          |             |             |             |
| SES staff  | 0           | 2           | 0           |
| Management level and GS-15                           | 5           | 4           | 3           |
| Senior level and GS-13/14                            | 4           | 8           | 10          |
| Staff level and GS-7 to GS-12                        | 16          | 15          | 7           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Human Resources Division

| <b>SECTION I: Results of HRD's Work</b>                   | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|
| <b>Product volume</b>                                     |             |             |             |
| Total products  | 187         | 227         | 181         |
| Congressional written reports/testimonies                 | 151         | 188         | 146         |
| Chapter reports   | 34          | 36          | 20          |
| Letter reports  | 58          | 67          | 69          |
| Testimonies   | 32          | 46          | 40          |
| Briefing reports  | 18          | 24          | 6           |
| Fact sheets   | 9           | 15          | 11          |
| Agency reports  | 4           | 5           | 7           |
| Congressional briefings                                   | 32          | 34          | 28          |
| <b>Impact/accomplishments</b>                             |             |             |             |
| Financial benefits (billions)                             | \$ .98      | \$2.58      | \$10.03     |
| Nonmonetary accomplishment reports                        | 15          | 19          | 20          |
| <b>Report standards</b>                                   |             |             |             |
| Adherence to standards (on a scale of 1 to 5)             | 3.36        | 3.20        | 3.40        |
| <b>SECTION II: Managing HRD's Work</b>                    |             |             |             |
| Direct assistance to the Congress                         |             |             |             |
| Percent of GAO's audit staff-years assisting the Congress | 90.4        | 90.6        | 91.0        |
| Congressional assignments started                         | 204         | 258         | 245         |
| <b>Active assignments</b>                                 | 175         | 178         | 193         |
| <b>Completed assignments</b>                              |             |             |             |
| Total assignments   | 233         | 283         | 254         |
| Average duration (months)                                 | 10.9        | 9.2         | 8.5         |
| Median duration (months)                                  | 7.6         | 6.0         | 5.4         |
| Average cost (thousands)                                  | \$243       | \$191       | \$160       |
| Median cost (thousands)                                   | \$68        | \$87        | \$58        |
| <b>Timeliness (percent)</b>                               |             |             |             |
| Blue book reports by target date                          | 18.0        | 26.0        | 23.0        |
| All external products by target date                      | a           | a           | 50.0        |
| <b>Resource utilization (percent)</b>                     |             |             |             |
| Administrative support time                               | a           | a           | 18          |
| Investment time   | a           | a           | 6           |
| Direct time   | a           | a           | 77          |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
Human Resources Division**

| <b>SECTION III: Profile of HRD's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Work force</b>                                    |             |             |             |
| Total work force                                     | 334         | 332         | 321         |
| Work force by job category                           |             |             |             |
| Evaluators   | 223         | 215         | 199         |
| Evaluator-related specialists                        | 41          | 53          | 55          |
| Administrative/technical                             | 25          | 9           | 12          |
| Support staff  | 45          | 44          | 44          |
| Professional work force by level/grade               |             |             |             |
| SES  | 12          | 11          | 10          |
| Management level and GS-15                           | 34          | 38          | 44          |
| Senior level and GS-13/14                            | 154         | 146         | 145         |
| Staff level and GS-7 to GS-12                        | 89          | 93          | 77          |
| <b>Recruitment/hiring</b>                            |             |             |             |
| Evaluators   | 5           | 15          | 9           |
| Evaluator-related specialists                        | 12          | 10          | 8           |
| Administrative/technical                             | 0           | 0           | 0           |
| Support staff  | 0           | 7           | 9           |
| <b>Training</b>                                      |             |             |             |
| Average training hours per staff member <sup>b</sup> | 25          | 64          | 65          |
| SES staff  | 9           | 76          | 96          |
| Management level and GS-15                           | 17          | 67          | 65          |
| Senior level and GS-13/14                            | 23          | 68          | 66          |
| Staff level and GS-7 to GS-12                        | 27          | 60          | 69          |
| <b>Attrition</b>                                     |             |             |             |
| Professionals  | 14          | 26          | 20          |
| Support staff  | 7           | 12          | 4           |
| Attrition by job category                            |             |             |             |
| Evaluators   | 11          | 21          | 14          |
| Evaluator-related specialists                        | 3           | 4           | 5           |
| Administrative/technical                             | 0           | 1           | 0           |
| Support staff  | 7           | 12          | 4           |
| Professional staff attrition by level/grade          |             |             |             |
| SES staff  | 0           | 0           | 1           |
| Management level and GS-15                           | 2           | 2           | 0           |
| Senior level and GS-13/14                            | 6           | 15          | 11          |
| Staff level and GS-7 to GS-12                        | 6           | 9           | 8           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Information Management and Technology Division

| <b>SECTION I: Results of IMTEC's Work</b>        | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Product volume</b>                            |             |             |             |
| Total products                                   | 91          | 101         | 85          |
| Congressional written reports/testimonies        | 75          | 89          | 70          |
| Chapter reports                                  | 9           | 9           | 7           |
| Letter reports                                   | 39          | 53          | 43          |
| Testimonies                                      | 8           | 10          | 9           |
| Briefing reports                                 | 6           | 4           | 7           |
| Fact sheets                                      | 13          | 13          | 4           |
| Agency reports                                   | 7           | 6           | 9           |
| Congressional briefings                          | 9           | 6           | 6           |
| <b>Impact/accomplishments</b>                    |             |             |             |
| Financial benefits (billions)                    | \$ .76      | \$1.09      | \$ .91      |
| Nonmonetary accomplishment reports               | 15          | 11          | 10          |
| <b>Report standards</b>                          |             |             |             |
| Adherence to standards (on a scale of 1 to 5)    | 3.23        | 3.34        | 3.22        |
| <b>SECTION II: Managing IMTEC's Work</b>         |             |             |             |
| <b>Direct assistance to the Congress</b>         |             |             |             |
| Percent of GAO's audit staff-years assisting the |             |             |             |
| Congress   | 68.3        | 71.4        | 76.0        |
| Congressional assignments started                | 91          | 94          | 98          |
| <b>Active assignments</b>                        | 86          | 85          | 80          |
| <b>Completed assignments</b>                     |             |             |             |
| Total assignments                                | 107         | 134         | 129         |
| Average duration (months)                        | 9.2         | 8.1         | 7.2         |
| Median duration (months)                         | 7.5         | 7.6         | 5.9         |
| Average cost (thousands)                         | \$212       | \$177       | \$147       |
| Median cost (thousands)                          | \$156       | \$132       | \$92        |
| <b>Timeliness (percent)</b>                      |             |             |             |
| Blue book reports by target date                 | 12.0        | 19.0        | 25.0        |
| All external products by target date             | a           | a           | 43.0        |
| <b>Resource utilization (percent)</b>            |             |             |             |
| Administrative support time                      | a           | a           | 18          |
| Investment time                                  | a           | a           | 5           |
| Direct time                                      | a           | a           | 78          |

(continued)



**Part II: Table of Division's Key Performance  
Statistics  
Information Management and  
Technology Division**

| <b>SECTION III: Profile of IMTEC's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Work force</b>                                      |             |             |             |
| Total work force                                       | 200         | 203         | 196         |
| <b>Work force by job category</b>                      |             |             |             |
| Evaluators   | 130         | 131         | 129         |
| Evaluator-related specialists                          | 28          | 32          | 25          |
| Administrative/technical                               | 20          | 8           | 9           |
| Support staff  | 22          | 20          | 21          |
| Professional work force by level/grade                 |             |             |             |
| SES  | 12          | 12          | 12          |
| Management level and GS-15                             | 32          | 36          | 40          |
| Senior level and GS-13/14                              | 73          | 74          | 72          |
| Staff level and GS-7 to GS-12                          | 61          | 61          | 51          |
| <b>Recruitment/hiring</b>                              |             |             |             |
| Evaluators   | 3           | 11          | 3           |
| Evaluator-related specialists                          | 7           | 16          | 4           |
| Administrative/technical                               | 0           | 0           | 0           |
| Support staff  | 0           | 1           | 2           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>   | 37          | 73          | 73          |
| SES staff  | 10          | 68          | 112         |
| Management level and GS-15                             | 24          | 65          | 92          |
| Senior level and GS-13/14                              | 32          | 71          | 75          |
| Staff level and GS-7 to GS-12                          | 61          | 82          | 73          |
| <b>Attrition</b>                                       |             |             |             |
| Professionals  | 20          | 22          | 11          |
| Support staff  | 2           | 0           | 1           |
| Attrition by job category                              |             |             |             |
| Evaluators   | 13          | 15          | 8           |
| Evaluator-related specialists                          | 7           | 4           | 2           |
| Administrative/technical                               | 0           | 3           | 0           |
| Support staff  | 2           | 0           | 1           |
| Professional staff attrition by level/grade            |             |             |             |
| SES staff  | 0           | 2           | 1           |
| Management level and GS-15                             | 0           | 3           | 1           |
| Senior level and GS-13/14                              | 7           | 10          | 6           |
| Staff level and GS-7 to GS-12                          | 13          | 7           | 3           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# National Security and International Affairs Division

| <b>SECTION I: Results of NSIAD's Work</b>                 | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|
| <b>Product volume</b>                                     |             |             |             |
| Total products  | 315         | 385         | 383         |
| Congressional written reports/testimonies                 | 251         | 327         | 332         |
| Chapter reports   | 63          | 89          | 92          |
| Letter reports  | 108         | 114         | 149         |
| Testimonies   | 46          | 54          | 46          |
| Briefing reports  | 14          | 40          | 32          |
| Fact sheets   | 20          | 30          | 13          |
| Agency reports  | 15          | 17          | 18          |
| Congressional briefings                                   | 49          | 41          | 33          |
| <b>Impact/accomplishments</b>                             |             |             |             |
| Financial benefits (billions)                             | \$3.55      | \$8.78      | \$17.67     |
| Nonmonetary accomplishment reports                        | 17          | 16          | 8           |
| <b>Report standards</b>                                   |             |             |             |
| Adherence to standards (on a scale of 1 to 5)             | 3.19        | 3.25        | 3.28        |
| <b>SECTION II: Managing NSIAD's Work</b>                  |             |             |             |
| <b>Direct assistance to the Congress</b>                  |             |             |             |
| Percent of GAO's audit staff-years assisting the Congress | 87.1        | 83.1        | 82.0        |
| Congressional assignments started                         | 282         | 341         | 385         |
| <b>Active assignments</b>                                 | 322         | 335         | 352         |
| <b>Completed assignments</b>                              |             |             |             |
| Total assignments   | 335         | 386         | 468         |
| Average duration (months)                                 | 10.7        | 10.6        | 9.9         |
| Median duration (months)                                  | 10.1        | 9.0         | 8.9         |
| Average cost (thousands)                                  | \$206       | \$223       | \$195       |
| Median cost (thousands)                                   | \$143       | \$156       | \$135       |
| <b>Timeliness (percent)</b>                               |             |             |             |
| Blue book reports by target date                          | 14.0        | 19.0        | 32.0        |
| All external products by target date                      | a           | a           | 44.0        |
| <b>Resource utilization (percent)</b>                     |             |             |             |
| Administrative support time                               | a           | a           | 11          |
| Investment time   | a           | a           | 5           |
| Direct time   | a           | a           | 84          |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
National Security and International  
Affairs Division**

| <b>SECTION III: Profile of NSIAD's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|--|-------------|-------------|-------------|
| <b>Work force</b>                                      |             |             |             |
| Total work force                                       | 554         | 543         | 558         |
| Work force by job category                             |             |             |             |
| Evaluators   | 434         | 429         | 444         |
| Evaluator-related specialists                          | 27          | 23          | 25          |
| Administrative/technical                               | 34          | 16          | 18          |
| Support staff  | 59          | 57          | 52          |
| Professional work force by level/grade                 |             |             |             |
| SES  | 18          | 18          | 19          |
| Management level and GS-15                             | 77          | 77          | 86          |
| Senior level and GS-13/14                              | 246         | 239         | 259         |
| Staff level and GS-7 to GS-12                          | 154         | 152         | 142         |
| <b>Recruitment/hiring</b>                              |             |             |             |
| Evaluators   | 30          | 23          | 22          |
| Evaluator-related specialists                          | 0           | 2           | 3           |
| Administrative/technical                               | 0           | 2           | 1           |
| Support staff  | 0           | 4           | 5           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>   | 22          | 69          | 53          |
| SES staff  | 9           | 51          | 56          |
| Management level and GS-15                             | 17          | 105         | 71          |
| Senior level and GS-13/14                              | 17          | 72          | 53          |
| Staff level and GS-7 to GS-12                          | 34          | 57          | 52          |
| <b>Attrition</b>                                       |             |             |             |
| Professionals  | 26          | 36          | 20          |
| Support staff  | 7           | 9           | 5           |
| Attrition by job category                              |             |             |             |
| Evaluators   | 24          | 30          | 19          |
| Evaluator-related specialists                          | 1           | 5           | 0           |
| Administrative/technical                               | 1           | 1           | 1           |
| Support staff  | 7           | 9           | 5           |
| Professional staff attrition by level/grade            |             |             |             |
| SES staff  | 1           | 0           | 0           |
| Management level and GS-15                             | 2           | 4           | 3           |
| Senior level and GS-13/14                              | 11          | 15          | 10          |
| Staff level and GS-7 to GS-12                          | 12          | 17          | 7           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Program Evaluation and Methodology Division

| <b>SECTION I: Results of PEMD's Work</b>                  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|
| <b>Product volume</b>                                     |             |             |             |
| Total products  | 40          | 36          | 44          |
| Congressional written reports/testimonies                 | 31          | 28          | 36          |
| Chapter reports   | 10          | 9           | 9           |
| Letter reports  | 8           | 8           | 13          |
| Testimonies   | 4           | 8           | 12          |
| Briefing reports  | 6           | 2           | 2           |
| Fact sheets   | 3           | 1           | 0           |
| Agency reports  | 2           | 1           | 4           |
| Congressional briefings                                   | 7           | 7           | 4           |
| <b>Impact/accomplishments</b>                             |             |             |             |
| Financial benefits (billions)                             | \$ .08      | \$ .56      | \$ .00      |
| Nonmonetary accomplishment reports                        | 4           | 2           | 2           |
| <b>Report standards</b>                                   |             |             |             |
| Adherence to standards (on a scale of 1 to 5)             | 3.22        | 3.41        | 3.27        |
| <b>SECTION II: Managing PEMD's Work</b>                   |             |             |             |
| <b>Direct assistance to the Congress</b>                  |             |             |             |
| Percent of GAO's audit staff-years assisting the Congress | 77.9        | 87.9        | 88.0        |
| Congressional assignments started                         | 46          | 50          | 43          |
| <b>Active assignments</b>                                 |             |             |             |
|   | 45          | 53          | 60          |
| <b>Completed assignments</b>                              |             |             |             |
| Total assignments   | 51          | 46          | 50          |
| Average duration (months)                                 | 9.1         | 10.6        | 10.8        |
| Median duration (months)                                  | 6.6         | 11.1        | 9.3         |
| Average cost (thousands)                                  | \$136       | \$150       | \$153       |
| Median cost (thousands)                                   | \$56        | \$112       | \$73        |
| <b>Timeliness (percent)</b>                               |             |             |             |
| Blue book reports by target date                          | 19.0        | 12.0        | 10.0        |
| All external products by target date                      | a           | a           | 26.0        |
| <b>Resource utilization (percent)</b>                     |             |             |             |
| Administrative support time                               | a           | a           | 19          |
| Investment time   | a           | a           | 3           |
| Direct time   | a           | a           | 78          |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
Program Evaluation and  
Methodology Division**

| <b>SECTION III: Profile of PEMD's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|
| <b>Work force</b>                                     |             |             |             |
| Total work force                                      | 98          | 95          | 95          |
| <b>Work force by job category</b>                     |             |             |             |
| Evaluators  | 26          | 24          | 31          |
| Evaluator-related specialists                         | 52          | 52          | 45          |
| Administrative/technical                              | 8           | 4           | 4           |
| Support staff   | 12          | 10          | 11          |
| <b>Professional work force by level/grade</b>         |             |             |             |
| SES   | 5           | 5           | 4           |
| Management level and GS-15                            | 17          | 16          | 18          |
| Senior level and GS-13/14                             | 24          | 23          | 26          |
| Staff level and GS-7 to GS-12                         | 40          | 41          | 36          |
| <b>Recruitment/hiring</b>                             |             |             |             |
| Evaluators  | 0           | 16          | 0           |
| Evaluator-related specialists                         | 14          | 0           | 13          |
| Administrative/technical                              | 0           | 0           | 0           |
| Support staff   | 0           | 2           | 0           |
| <b>Training</b>                                       |             |             |             |
| Average training hours per staff member <sup>b</sup>  | 21          | 59          | 54          |
| SES staff   | 1           | 47          | 102         |
| Management level and GS-15                            | 17          | 61          | 68          |
| Senior level and GS-13/14                             | 16          | 66          | 60          |
| Staff level and GS-7 to GS-12                         | 26          | 57          | 58          |
| <b>Attrition</b>                                      |             |             |             |
| Professionals   | 13          | 18          | 11          |
| Support staff   | 3           | 3           | 0           |
| <b>Attrition by job category</b>                      |             |             |             |
| Evaluators  | 3           | 5           | 2           |
| Evaluator-related specialists                         | 10          | 12          | 8           |
| Administrative/technical                              | 0           | 1           | 0           |
| Support staff   | 3           | 3           | 0           |
| <b>Professional staff attrition by level/grade</b>    |             |             |             |
| SES staff   | 0           | 1           | 1           |
| Management level and GS-15                            | 2           | 2           | 1           |
| Senior level and GS-13/14                             | 5           | 3           | 2           |
| Staff level and GS-7 to GS-12                         | 6           | 12          | 7           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Resources, Community, and Economic Development Division

| <b>SECTION I: Results of RCED's Work</b>                  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
|---|-------------|-------------|-------------|
| <b>Product volume</b>                                     |             |             |             |
| Total products  | 290         | 345         | 327         |
| Congressional written reports/testimonies                 | 233         | 288         | 271         |
| Chapter reports   | 53          | 83          | 55          |
| Letter reports  | 80          | 85          | 123         |
| Testimonies   | 59          | 85          | 80          |
| Briefing reports  | 23          | 15          | 7           |
| Fact sheets   | 18          | 20          | 6           |
| Agency reports  | 6           | 11          | 13          |
| Congressional briefings                                   | 51          | 46          | 43          |
| <b>Impact/accomplishments</b>                             |             |             |             |
| Financial benefits (billions)                             | \$1.11      | \$4.42      | \$1.97      |
| Nonmonetary accomplishment reports                        | 51          | 66          | 52          |
| <b>Report standards</b>                                   |             |             |             |
| Adherence to standards (on a scale of 1 to 5)             | 3.38        | 3.33        | 3.30        |
| <b>SECTION II: Managing RCED's Work</b>                   |             |             |             |
| <b>Direct assistance to the Congress</b>                  |             |             |             |
| Percent of GAO's audit staff-years assisting the Congress | 94.5        | 90.9        | 95.0        |
| Congressional assignments started                         | 338         | 380         | 388         |
| <b>Active assignments</b>                                 | 271         | 259         | 274         |
| <b>Completed assignments</b>                              |             |             |             |
| Total assignments   | 328         | 419         | 384         |
| Average duration (months)                                 | 8.2         | 8.2         | 8.4         |
| Median duration (months)                                  | 6.6         | 5.9         | 6.3         |
| Average cost (thousands)                                  | \$142       | \$175       | \$176       |
| Median cost (thousands)                                   | \$68        | \$85        | \$87        |
| <b>Timeliness (percent)</b>                               |             |             |             |
| Blue book reports by target date                          | 14.0        | 7.0         | 26.0        |
| All external products by target date                      | a           | a           | 49.0        |
| <b>Resource utilization (percent)</b>                     |             |             |             |
| Administrative support time                               | a           | a           | 17          |
| Investment time   | a           | a           | 5           |
| Direct time   | a           | a           | 79          |

(continued)

**Part II: Table of Division's Key Performance  
Statistics  
Resources, Community, and Economic  
Development Division**

| <b>SECTION III: Profile of RCED's Human Resources</b> | <b>1989</b> | <b>1990</b> | <b>1991</b>     |
|---|-------------|-------------|-----------------|
| <b>Work force</b>                                     |             |             |                 |
| Total work force                                      | 453         | 476         | 467             |
| Work force by job category                            |             |             |                 |
| Evaluators  | 337         | 360         | 350             |
| Evaluator-related specialists                         | 31          | 35          | 32              |
| Administrative/technical                              | 34          | 17          | 16              |
| Support staff   | 51          | 49          | 54              |
| Professional work force by level/grade                |             |             |                 |
| SES   | 14          | 15          | 15              |
| Management level and GS-15                            | 60          | 64          | 73              |
| Senior level and GS-13/14                             | 195         | 198         | 215             |
| Staff level and GS-7 to GS-12                         | 133         | 150         | 110             |
| <b>Recruitment/hiring</b>                             |             |             |                 |
| Evaluators  | 23          | 35          | 5               |
| Evaluator-related specialists                         | 0           | 3           | 0               |
| Administrative/technical                              | 4           | 2           | 0               |
| Support staff   | 0           | 5           | 0               |
| <b>Training</b>                                       |             |             |                 |
| Average training hours per staff member <sup>b</sup>  | 33          | 67          | 70              |
| SES staff   | 24          | 106         | 109             |
| Management level and GS-15                            | 23          | 85          | 84              |
| Senior level and GS-13/14                             | 30          | 70          | 64              |
| Staff level and GS-7 to GS-12                         | 42          | 54          | 79              |
| <b>Attrition</b>                                      |             |             |                 |
| Professionals   | 31          | 36          | 22              |
| Support staff   | 7           | 5           | 5               |
| Attrition by job category                             |             |             |                 |
| Evaluators  | 27          | 30          | 20 <sup>a</sup> |
| Evaluator-related specialists                         | 2           | 2           | 1               |
| Administrative/technical                              | 2           | 4           | 1               |
| Support staff   | 7           | 5           | 5               |
| Professional staff attrition by level/grade           |             |             |                 |
| SES staff   | 1           | 0           | 0               |
| Management level and GS-15                            | 4           | 4           | 2               |
| Senior level and GS-13/14                             | 15          | 9           | 7               |
| Staff level and GS-7 to GS-12                         | 11          | 23          | 13              |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Atlanta Regional Office

|  | 1989       | 1990       | 1991       |
|--|------------|------------|------------|
| <b>SECTION I: Results of Atlanta's Work</b>              |            |            |            |
| Region-led written products                              | 40         | 28         | 37         |
| Financial benefits (millions)                            | \$1,562.10 | \$1,660.90 | \$2,465.04 |
| Accomplishment reports                                   | 25         | 19         | 25         |
| <b>SECTION II: Managing Atlanta's Work</b>               |            |            |            |
| <b>Active assignments</b>                                |            |            |            |
| Total year-end   | 63         | 64         | 92         |
| Lead   | 32         | 38         | 45         |
| Assist   | 31         | 26         | 47         |
| <b>Completed assignments</b>                             | 40         | 37         | 56         |
| Average duration, all (months)                           | 11.4       | 11.8       | 11.8       |
| Average cost (thousands)                                 | \$282      | \$287      | \$277      |
| <b>Timeliness (percent)</b>                              |            |            |            |
| Blue book reports by target date                         | 24.0       | 43.7       | 20.0       |
| All external products by target date                     | a          | a          | 31.0       |
| <b>Resource utilization (percent)</b>                    |            |            |            |
| Administrative support time                              | a          | a          | 10         |
| Investment time  | a          | a          | 7          |
| Direct time  | a          | a          | 83         |
| <b>SECTION III: Profile of Atlanta's Human Resources</b> |            |            |            |
| <b>Work force</b>  |            |            |            |
| Total work force   | 180        | 176        | 177        |
| Work force by job category                               |            |            |            |
| Evaluators   | a          | 149        | 149        |
| Evaluator-related specialists                            | a          | 7          | 9          |
| Administrative/technical                                 | a          | 6          | 5          |
| Support staff  | 15         | 13         | 13         |
| Professional work force by level/grade                   |            |            |            |
| SES  | 1          | 1          | 1          |
| Management level and GS-15                               | 3          | 3          | 5          |
| Senior level and GS-13/14                                | 66         | 69         | 69         |
| Staff level and GS-7 to GS-12                            | 95         | 90         | 89         |
| <b>Recruitment/hiring</b>                                |            |            |            |
| Professional hires                                       | 25         | 16         | 21         |
| <b>Training</b>  |            |            |            |
| Average training hours per staff member <sup>b</sup>     | 42         | 67         | 68         |
| <b>Attrition</b>   |            |            |            |
| Professionals  | 12         | 16         | 12         |
| Support staff  | 2          | 3          | 1          |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.



# Boston Regional Office

| <b>SECTION I: Results of Boston's Work</b>              |             |             |             |
|---|-------------|-------------|-------------|
|   | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                             | 29          | 18          | 19          |
| Financial benefits (millions)                           | \$60.70     | \$156.70    | \$794.40    |
| Accomplishment reports                                  | 5           | 10          | 6           |
| <b>SECTION II: Managing Boston's Work</b>               |             |             |             |
| <b>Active assignments</b>                               |             |             |             |
| Total year-end  | 51          | 53          | 63          |
| Lead  | 24          | 27          | 38          |
| Assist  | 27          | 26          | 25          |
| <b>Completed assignments</b>                            |             |             |             |
|   | 29          | 34          | 32          |
| Average duration, all (months)                          | \$13.6      | \$12.1      | \$11.9      |
| Average cost (thousands)                                | 389         | 266         | 274         |
| Timeliness (percent)                                    |             |             |             |
| Blue book reports by target date                        | 17.6        | 30.0        | 20.0        |
| All external products by target date                    | a           | a           | 38.0        |
| <b>Resource utilization (percent)</b>                   |             |             |             |
| Administrative support time                             | a           | a           | 11          |
| Investment time   | a           | a           | 6           |
| Direct time   | a           | a           | 83          |
| <b>SECTION III: Profile of Boston's Human Resources</b> |             |             |             |
| <b>Work force</b>                                       |             |             |             |
| Total work force  | 106         | 103         | 106         |
| Work force by job category                              |             |             |             |
| Evaluators  | a           | 85          | 89          |
| Evaluator-related specialists                           | a           | 5           | 5           |
| Administrative/technical                                | a           | 5           | 4           |
| Support staff   | 8           | 7           | 7           |
| Professional work force by level/grade                  |             |             |             |
| SES   | 1           | 1           | 1           |
| Management level and GS-15                              | 2           | 2           | 1           |
| Senior level and GS-13/14                               | 45          | 47          | 55          |
| Staff level and GS-7 to GS-12                           | 50          | 46          | 42          |
| <b>Recruitment/hiring</b>                               |             |             |             |
| Professional hires                                      | 8           | 3           | 10          |
| <b>Training</b>   |             |             |             |
| Average training hours per staff member <sup>b</sup>    | 31          | 83          | 76          |
| <b>Attrition</b>  |             |             |             |
| Professionals   | 3           | 7           | 6           |
| Support staff   | 0           | 1           | 0           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Chicago Regional Office

| <b>SECTION I: Results of Chicago's Work</b>              |             |             |             |
|--|-------------|-------------|-------------|
|  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                              | 23          | 20          | 14          |
| Financial benefits (millions)                            | \$141.10    | \$473.90    | \$1,122.70  |
| Accomplishment reports                                   | 10          | 9           | 19          |
| <b>SECTION II: Managing Chicago's Work</b>               |             |             |             |
| <b>Active assignments</b>                                |             |             |             |
| Total year-end   | 47          | 56          | 67          |
| Lead   | 21          | 27          | 34          |
| Assist   | 26          | 29          | 33          |
| <b>Completed assignments</b>                             |             |             |             |
|  | 20          | 33          | 23          |
| Average duration, all (months)                           | 15.2        | 11.3        | 11.4        |
| Average cost (thousands)                                 | \$426       | \$272       | \$299       |
| <b>Timeliness (percent)</b>                              |             |             |             |
| Blue book reports by target date                         | 18.2        | 21.7        | 21.0        |
| All external products by target date                     | a           | a           | 43.0        |
| <b>Resource utilization (percent)</b>                    |             |             |             |
| Administrative support time                              | a           | a           | 12          |
| Investment time  | a           | a           | 7           |
| Direct time  | a           | a           | 81          |
| <b>SECTION III: Profile of Chicago's Human Resources</b> |             |             |             |
| <b>Work force</b>  |             |             |             |
| Total work force   | 117         | 117         | 108         |
| <b>Work force by job category</b>                        |             |             |             |
| Evaluators   | a           | 96          | 90          |
| Evaluator-related specialists                            | a           | 2           | 3           |
| Administrative/technical                                 | a           | 5           | 5           |
| Support staff  | 10          | 13          | 10          |
| <b>Professional work force by level/grade</b>            |             |             |             |
| SES  | 1           | 1           | 0           |
| Management level and GS-15                               | 2           | 2           | 1           |
| Senior level and GS-13/14                                | 40          | 43          | 46          |
| Staff level and GS-7 to GS-12                            | 64          | 58          | 51          |
| <b>Recruitment/hiring</b>                                |             |             |             |
| Professional hires                                       | 20          | 12          | 14          |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>     | 38          | 74          | 69          |
| <b>Attrition</b>   |             |             |             |
| Professionals  | 12          | 10          | 11          |
| Support staff  | 0           | 0           | 2           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Cincinnati Regional Office

| <b>SECTION I: Results of Cincinnati's Work</b>              |             |             |             |
|---|-------------|-------------|-------------|
|   | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                                 | 23          | 25          | 26          |
| Financial benefits (millions)                               | \$840.40    | \$1,355.20  | \$6,421.15  |
| Accomplishment reports                                      | 8           | 14          | 14          |
| <b>SECTION II: Managing Cincinnati's Work</b>               |             |             |             |
| <b>Active assignments</b>                                   |             |             |             |
| Total year-end  | 52          | 62          | 50          |
| Lead  | 26          | 29          | 26          |
| Assist  | 26          | 33          | 24          |
| <b>Completed assignments</b>                                |             |             |             |
|   | 27          | 33          | 39          |
| Average duration, all (months)                              | 10.7        | 12.2        | 10.0        |
| Average cost (thousands)                                    | \$216       | \$292       | \$227       |
| <b>Timeliness (percent)</b>                                 |             |             |             |
| Blue book reports by target date                            | 38.1        | 16.7        | 34.0        |
| All external products by target date                        | a           | a           | 46.0        |
| <b>Resource utilization (percent)</b>                       |             |             |             |
| Administrative support time                                 | a           | a           | 14          |
| Investment time   | a           | a           | 7           |
| Direct time   | a           | a           | 79          |
| <b>SECTION III: Profile of Cincinnati's Human Resources</b> |             |             |             |
| <b>Work force</b>   |             |             |             |
| Total work force  | 117         | 112         | 112         |
| <b>Work force by job category</b>                           |             |             |             |
| Evaluators  | a           | 93          | 89          |
| Evaluator-related specialists                               | a           | 2           | 7           |
| Administrative/technical                                    | a           | 3           | 3           |
| Support staff   | 10          | 13          | 12          |
| <b>Professional work force by level/grade</b>               |             |             |             |
| SES   | 1           | 1           | 1           |
| Management level and GS-15                                  | 3           | 3           | 3           |
| Senior level and GS-13/14                                   | 52          | 49          | 58          |
| Staff level and GS-7 to GS-12                               | 51          | 46          | 38          |
| <b>Recruitment/hiring</b>                                   |             |             |             |
| Professional hires  | 7           | 2           | 5           |
| <b>Training</b>   |             |             |             |
| Average training hours per staff member <sup>b</sup>        | 33          | 68          | 71          |
| <b>Attrition</b>  |             |             |             |
| Professionals   | 2           | 14          | 3           |
| Support staff   | 0           | 0           | 2           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Dallas Regional Office

| <b>SECTION I: Results of Dallas's Work</b>              |             |             |             |
|---|-------------|-------------|-------------|
|   | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                             | 34          | 24          | 26          |
| Financial benefits (millions)                           | \$470.60    | \$867.60    | \$2,069.90  |
| Accomplishment reports                                  | 12          | 14          | 8           |
| <b>SECTION II: Managing Dallas's Work</b>               |             |             |             |
| <b>Active assignments</b>                               |             |             |             |
| Total year end  | 74          | 76          | 91          |
| Lead  | 28          | 32          | 40          |
| Assist  | 46          | 44          | 51          |
| <b>Completed assignments</b>                            |             |             |             |
| Average duration, all (months)                          | 11.9        | 13.4        | 11.3        |
| Average cost (thousands)                                | \$302       | \$350       | \$242       |
| <b>Timeliness (percent)</b>                             |             |             |             |
| Blue book reports by target date                        | 16.7        | 27.3        | 26.0        |
| All external products by target date                    | a           | a           | 38.0        |
| <b>Resource utilization (percent)</b>                   |             |             |             |
| Administrative support time                             | a           | a           | 13          |
| Investment time   | a           | a           | 7           |
| Direct time   | a           | a           | 80          |
| <b>SECTION III: Profile of Dallas's Human Resources</b> |             |             |             |
| <b>Work force</b>                                       |             |             |             |
| Total work force  | 148         | 160         | 153         |
| <b>Work force by job category</b>                       |             |             |             |
| Evaluators  | a           | 139         | 132         |
| Evaluator-related specialists                           | a           | 2           | 2           |
| Administrative/technical                                | a           | 4           | 4           |
| Support staff   | 10          | 14          | 14          |
| <b>Professional work force by level/grade</b>           |             |             |             |
| SES   | 1           | 1           | 1           |
| Management level and GS-15                              | 4           | 5           | 5           |
| Senior level and GS-13/14                               | 59          | 57          | 66          |
| Staff level and GS-7 to GS-12                           | 74          | 83          | 67          |
| <b>Recruitment/hiring</b>                               |             |             |             |
| Professional hires                                      | 14          | 18          | 8           |
| <b>Training</b>   |             |             |             |
| Average training hours per staff member <sup>b</sup>    | 44          | 103         | 84          |
| <b>Attrition</b>  |             |             |             |
| Professionals   | 12          | 10          | 15          |
| Support staff   | 0           | 3           | 2           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Denver Regional Office

| <b>SECTION I: Results of Denver's Work</b>              |             |             |             |
|---|-------------|-------------|-------------|
|   | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                             | 30          | 24          | 30          |
| Financial benefits (millions)                           | \$229.90    | \$999.90    | \$238.70    |
| Accomplishment reports                                  | 12          | 17          | 10          |
| <b>SECTION II: Managing Denver's Work</b>               |             |             |             |
| <b>Active assignments</b>                               |             |             |             |
| Total year-end  | 52          | 53          | 63          |
| Lead  | 31          | 30          | 34          |
| Assist  | 21          | 23          | 29          |
| <b>Completed assignments</b>                            |             |             |             |
| Average duration, all (months)                          | 13.2        | 12.2        | 10.6        |
| Average cost (thousands)                                | \$288       | \$266       | \$221       |
| <b>Timeliness (percent)</b>                             |             |             |             |
| Blue book reports by target date                        | 30.4        | 34.5        | 20.0        |
| All external products by target date                    | a           | a           | 28.0        |
| <b>Resource utilization (percent)</b>                   |             |             |             |
| Administrative support time                             | a           | a           | 15          |
| Investment time   | a           | a           | 7           |
| Direct time   | a           | a           | 79          |
| <b>SECTION III: Profile of Denver's Human Resources</b> |             |             |             |
| <b>Work force</b>                                       |             |             |             |
| Total work force  | 113         | 116         | 121         |
| <b>Work force by job category</b>                       |             |             |             |
| Evaluators  | a           | 95          | 99          |
| Evaluator-related specialists                           | a           | 4           | 4           |
| Administrative/technical                                | a           | 6           | 7           |
| Support staff   | 11          | 11          | 11          |
| <b>Professional work force by level/grade</b>           |             |             |             |
| SES   | 1           | 0           | 0           |
| Management level and GS-15                              | 2           | 3           | 3           |
| Senior level and GS-13/14                               | 48          | 51          | 56          |
| Staff level and GS-7 to GS-12                           | 51          | 51          | 51          |
| <b>Recruitment/hiring</b>                               |             |             |             |
| Professional hires                                      | 4           | 5           | 11          |
| <b>Training</b>   |             |             |             |
| Average training hours per staff member <sup>b</sup>    | 42          | 77          | 77          |
| <b>Attrition</b>  |             |             |             |
| Professionals   | 10          | 6           | 13          |
| Support staff   | 0           | 1           | 0           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Detroit Regional Office

**SECTION I: Results of Detroit's Work**

|                               | 1989     | 1990     | 1991    |
|-------------------------------|----------|----------|---------|
| Region-led written products   | 14       | 18       | 19      |
| Financial benefits (millions) | \$144.10 | \$102.20 | \$71.80 |
| Accomplishment reports        | 7        | 3        | 4       |

**SECTION II: Managing Detroit's Work**
**Active assignments**

|                |    |    |    |
|----------------|----|----|----|
| Total year-end | 28 | 38 | 43 |
| Lead           | 18 | 26 | 21 |
| Assist         | 10 | 12 | 22 |

**Completed assignments**

|                                |       |       |       |
|--------------------------------|-------|-------|-------|
|                                | 17    | 35    | 29    |
| Average duration, all (months) | 17.4  | 11.0  | 9.6   |
| Average cost (thousands)       | \$434 | \$290 | \$250 |

**Timeliness (percent)**

|                                      |      |      |      |
|--------------------------------------|------|------|------|
| Blue book reports by target date     | 13.3 | 37.5 | 31.0 |
| All external products by target date | a    | a    | 42.0 |

**Resource utilization (percent)**

|                             |   |   |    |
|-----------------------------|---|---|----|
| Administrative support time | a | a | 15 |
| Investment time             | a | a | 9  |
| Direct time                 | a | a | 76 |

**SECTION III: Profile of Detroit's Human Resources**
**Work force**

|                  |     |     |     |
|------------------|-----|-----|-----|
| Total work force | 111 | 110 | 103 |
|------------------|-----|-----|-----|

**Work force by job category**

|                               |    |    |    |
|-------------------------------|----|----|----|
| Evaluators                    | a  | 92 | 85 |
| Evaluator-related specialists | a  | 2  | 2  |
| Administrative/technical      | a  | 4  | 4  |
| Support staff                 | 12 | 11 | 11 |

**Professional work force by level/grade**

|                               |    |    |    |
|-------------------------------|----|----|----|
| SES                           | 1  | 1  | 1  |
| Management level and GS-15    | 3  | 2  | 2  |
| Senior level and GS-13/14     | 39 | 39 | 41 |
| Staff level and GS-7 to GS-12 | 56 | 57 | 48 |

**Recruitment/hiring**

|                    |   |    |   |
|--------------------|---|----|---|
| Professional hires | 9 | 15 | 6 |
|--------------------|---|----|---|

**Training**

|  |    |    |     |
|--|----|----|-----|
| Average training hours per staff member <sup>b</sup> | 31 | 63 | 113 |
|--|----|----|-----|

**Attrition**

|               |   |   |    |
|---------------|---|---|----|
| Professionals | 9 | 7 | 11 |
| Support staff | 0 | 3 | 1  |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Kansas City Regional Office

| <b>SECTION I: Results of Kansas City's Work</b>              |             |             |             |
|--|-------------|-------------|-------------|
|  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                                  | 25          | 22          | 22          |
| Financial benefits (millions)                                | \$277.00    | \$680.70    | \$6,087.75  |
| Accomplishment reports                                       | 11          | 15          | 16          |
| <b>SECTION II: Managing Kansas City's Work</b>               |             |             |             |
| <b>Active assignments</b>                                    |             |             |             |
| Total year-end   | 55          | 56          | 78          |
| Lead   | 26          | 29          | 34          |
| Assist   | 29          | 27          | 44          |
| <b>Completed assignments</b>                                 | 30          | 26          | 31          |
| Average duration, all (months)                               | 13.1        | 11.6        | 11.9        |
| Average cost (thousands)                                     | \$309       | \$291       | \$303       |
| <b>Timeliness (percent)</b>                                  |             |             |             |
| Blue book reports by target date                             | 26.3        | 20.7        | 19.0        |
| All external products by target date                         | a           | a           | 30.0        |
| <b>Resource utilization (percent)</b>                        |             |             |             |
| Administrative support time                                  | a           | a           | 16          |
| Investment time  | a           | a           | 6           |
| Direct time  | a           | a           | 78          |
| <b>SECTION III: Profile of Kansas City's Human Resources</b> |             |             |             |
| <b>Work force</b>  |             |             |             |
| Total work force   | 121         | 120         | 119         |
| Work force by job category                                   |             |             |             |
| Evaluators   | a           | 97          | 95          |
| Evaluator-related specialists                                | a           | 6           | 6           |
| Administrative/technical                                     | a           | 5           | 5           |
| Support staff  | 12          | 11          | 12          |
| Professional work force by level/grade                       |             |             |             |
| SES  | 1           | 1           | 1           |
| Management level and GS-15                                   | 4           | 4           | 4           |
| Senior level and GS-13/14                                    | 46          | 45          | 50          |
| Staff level and GS-7 to GS-12                                | 58          | 59          | 52          |
| <b>Recruitment/hiring</b>                                    |             |             |             |
| Professional hires   | 7           | 6           | 4           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>         | 27          | 84          | 74          |
| <b>Attrition</b>   |             |             |             |
| Professionals  | 8           | 12          | 6           |
| Support staff  | 0           | 3           | 0           |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Los Angeles Regional Office

| <b>SECTION I: Results of Los Angeles's Work</b>              |             |             |             |
|--|-------------|-------------|-------------|
|  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                                  | 25          | 15          | 28          |
| Financial benefits (millions)                                | \$729.10    | \$706.00    | \$3,672.10  |
| Accomplishment reports                                       | 14          | 19          | 18          |
| <b>SECTION II: Managing Los Angeles's Work</b>               |             |             |             |
| <b>Active assignments</b>                                    |             |             |             |
| Total year-end   | 77          | 58          | 77          |
| Lead   | 31          | 33          | 35          |
| Assist   | 46          | 25          | 42          |
| <b>Completed assignments</b>                                 |             |             |             |
|  | 31          | 31          | 45          |
| Average duration, all (months)                               | 11.9        | 10.2        | 13.1        |
| Average cost (thousands)                                     | \$261       | \$248       | \$343       |
| <b>Timeliness (percent)</b>                                  |             |             |             |
| Blue book reports by target date                             | 28.6        | 26.3        | 43.0        |
| All external products by target date                         | a           | a           | 49.0        |
| <b>Resource utilization (percent)</b>                        |             |             |             |
| Administrative support time                                  | a           | a           | 11          |
| Investment time  | a           | a           | 7           |
| Direct time  | a           | a           | 82          |
| <b>SECTION III: Profile of Los Angeles's Human Resources</b> |             |             |             |
| <b>Work force</b>  |             |             |             |
| Total work force   | 132         | 132         | 132         |
| Work force by job category                                   |             |             |             |
| Evaluators   | a           | 117         | 118         |
| Evaluator-related specialists                                | a           | 0           | 0           |
| Administrative/technical                                     | a           | 4           | 4           |
| Support staff  | 10          | 11          | 9           |
| Professional work force by level/grade                       |             |             |             |
| SES  | 1           | 0           | 1           |
| Management level and GS-15                                   | 2           | 3           | 3           |
| Senior level and GS-13/14                                    | 57          | 58          | 64          |
| Staff level and GS-7 to GS-12                                | 62          | 60          | 55          |
| <b>Recruitment/hiring</b>                                    |             |             |             |
| Professional hires   | 4           | 13          | 8           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>         | 31          | 55          | 59          |
| <b>Attrition</b>   |             |             |             |
| Professionals  | 6           | 10          | 5           |
| Support staff  | 0           | 1           | 2           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.



# New York Regional Office

**SECTION I: Results of New York's Work**

|                               | 1989     | 1990     | 1991     |
|-------------------------------|----------|----------|----------|
| Region-led written products   | 18       | 16       | 19       |
| Financial benefits (millions) | \$450.30 | \$240.70 | \$552.99 |
| Accomplishment reports        | 14       | 11       | 18       |

**SECTION II: Managing New York's Work**
**Active assignments**

|                |    |    |    |
|----------------|----|----|----|
| Total year-end | 76 | 60 | 62 |
| Lead           | 25 | 24 | 30 |
| Assist         | 51 | 36 | 32 |

**Completed assignments**

|                                |       |       |       |
|--------------------------------|-------|-------|-------|
|                                | 17    | 24    | 25    |
| Average duration, all (months) | 13.9  | 12.7  | 11.7  |
| Average cost (thousands)       | \$295 | \$363 | \$301 |

**Timeliness (percent)**

|                                      |      |      |      |
|--------------------------------------|------|------|------|
| Blue book reports by target date     | 10.0 | 30.0 | 11.0 |
| All external products by target date | a    | a    | 14.0 |

**Resource utilization (percent)**

|                             |   |   |    |
|-----------------------------|---|---|----|
| Administrative support time | a | a | 19 |
| Investment time             | a | a | 9  |
| Direct time                 | a | a | 73 |

**SECTION III: Profile of New York's Human Resources**
**Work force**

|                  |     |     |     |
|------------------|-----|-----|-----|
| Total work force | 129 | 130 | 124 |
|------------------|-----|-----|-----|

**Work force by job category**

|                               |    |     |     |
|-------------------------------|----|-----|-----|
| Evaluators                    | a  | 107 | 103 |
| Evaluator-related specialists | a  | 0   | 1   |
| Administrative/technical      | a  | 6   | 5   |
| Support staff                 | 13 | 16  | 15  |

**Professional work force by level/grade**

|                               |    |    |    |
|-------------------------------|----|----|----|
| SES                           | 1  | 1  | 0  |
| Management level and GS-15    | 2  | 4  | 5  |
| Senior level and GS-13/14     | 49 | 49 | 56 |
| Staff level and GS-7 to GS-12 | 64 | 60 | 48 |

**Recruitment/hiring**

|                    |    |    |   |
|--------------------|----|----|---|
| Professional hires | 22 | 14 | 4 |
|--------------------|----|----|---|

**Training**

|  |    |    |    |
|--|----|----|----|
| Average training hours per staff member <sup>b</sup> | 35 | 62 | 59 |
|--|----|----|----|

**Attrition**

|               |    |   |   |
|---------------|----|---|---|
| Professionals | 15 | 8 | 8 |
| Support staff | 0  | 5 | 1 |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# Norfolk Regional Office

| <b>SECTION I: Results of Norfolk's Work</b>              |             |             |             |
|--|-------------|-------------|-------------|
|  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                              | 24          | 24          | 25          |
| Financial benefits (millions)                            | \$83.70     | \$93.80     | \$789.12    |
| Accomplishment reports                                   | 5           | 8           | 8           |
| <b>SECTION II: Managing Norfolk's Work</b>               |             |             |             |
| <b>Active assignments</b>                                |             |             |             |
| Total year-end   | 48          | 48          | 53          |
| Lead   | 27          | 30          | 33          |
| Assist   | 21          | 18          | 20          |
| <b>Completed assignments</b>                             |             |             |             |
| Average duration, all (months)                           | 12.5        | 10.4        | 10.8        |
| Average cost (thousands)                                 | \$257       | \$253       | \$293       |
| <b>Timeliness (percent)</b>                              |             |             |             |
| Blue book reports by target date                         | 19.0        | 25.0        | 26.0        |
| All external products by target date                     | a           | a           | 34.0        |
| <b>Resource utilization (percent)</b>                    |             |             |             |
| Administrative support time                              | a           | a           | 12          |
| Investment time  | a           | a           | 6           |
| Direct time  | a           | a           | 82          |
| <b>SECTION III: Profile of Norfolk's Human Resources</b> |             |             |             |
| <b>Work force</b>  |             |             |             |
| Total work force   | 113         | 114         | 111         |
| Work force by job category                               |             |             |             |
| Evaluators   | a           | 98          | 94          |
| Evaluator-related specialists                            | a           | 1           | 2           |
| Administrative/technical                                 | a           | 4           | 4           |
| Support staff  | 12          | 10          | 10          |
| Professional work force by level/grade                   |             |             |             |
| SES  | 1           | 1           | 1           |
| Management level and GS-15                               | 2           | 3           | 2           |
| Senior level and GS-13/14                                | 43          | 47          | 50          |
| Staff level and GS-7 to GS-12                            | 55          | 53          | 48          |
| <b>Recruitment/hiring</b>                                |             |             |             |
| Professional hires                                       | 4           | 4           | 2           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>     | 26          | 65          | 59          |
| <b>Attrition</b>   |             |             |             |
| Professionals  | 2           | 3           | 2           |
| Support staff  | 0           | 6           | 1           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Philadelphia Regional Office

**SECTION I: Results of Philadelphia's Work**

|                               | 1989       | 1990     | 1991     |
|-------------------------------|------------|----------|----------|
| Region-led written products   | 36         | 27       | 24       |
| Financial benefits (millions) | \$1,029.50 | \$412.20 | \$589.89 |
| Accomplishment reports        | 15         | 13       | 19       |

**SECTION II: Managing Philadelphia's Work**
**Active assignments**

|                |    |    |    |
|----------------|----|----|----|
| Total year-end | 63 | 68 | 75 |
| Lead           | 36 | 40 | 43 |
| Assist         | 27 | 28 | 32 |

**Completed assignments**

|                                |       |       |       |
|--------------------------------|-------|-------|-------|
|                                | 35    | 49    | 37    |
| Average duration, all (months) | 12.7  | 9.8   | 11.5  |
| Average cost (thousands)       | \$300 | \$205 | \$244 |

**Timeliness (percent)**

|                                      |      |      |      |
|--------------------------------------|------|------|------|
| Blue book reports by target date     | 29.0 | 36.6 | 28.0 |
| All external products by target date | a    | a    | 37.0 |

**Resource utilization (percent)**

|                             |   |   |    |
|-----------------------------|---|---|----|
| Administrative support time | a | a | 12 |
| Investment time             | a | a | 7  |
| Direct time                 | a | a | 81 |

**SECTION III: Profile of Philadelphia's Human Resources**
**Work force**

|                  |     |     |     |
|------------------|-----|-----|-----|
| Total work force | 132 | 128 | 127 |
|------------------|-----|-----|-----|

**Work force by job category**

|                               |    |     |     |
|-------------------------------|----|-----|-----|
| Evaluators                    | a  | 111 | 105 |
| Evaluator-related specialists | a  | 4   | 6   |
| Administrative/technical      | a  | 3   | 4   |
| Support staff                 | 10 | 9   | 11  |

**Professional work force by level/grade**

|                               |    |    |    |
|-------------------------------|----|----|----|
| SES                           | 1  | 1  | 1  |
| Management level and GS-15    | 2  | 2  | 2  |
| Senior level and GS-13/14     | 49 | 54 | 55 |
| Staff level and GS-7 to GS-12 | 70 | 62 | 58 |

**Recruitment/hiring**

|                    |    |    |   |
|--------------------|----|----|---|
| Professional hires | 10 | 14 | 9 |
|--------------------|----|----|---|

**Training**

|  |    |     |    |
|--|----|-----|----|
| Average training hours per staff member <sup>b</sup> | 23 | 122 | 77 |
|--|----|-----|----|

**Attrition**

|               |    |    |    |
|---------------|----|----|----|
| Professionals | 10 | 15 | 13 |
| Support staff | 0  | 4  | 0  |

<sup>a</sup>Data not available.

<sup>b</sup>Figures for 1989 include internal training only.

# San Francisco Regional Office

|  | 1989     | 1990     | 1991       |
|--|----------|----------|------------|
| <b>SECTION I: Results of San Francisco's Work</b>              |          |          |            |
| Region-led written products                                    | 10       | 34       | 31         |
| Financial benefits (millions)                                  | \$135.60 | \$851.60 | \$2,404.37 |
| Accomplishment reports   | 12       | 26       | 11         |
| <b>SECTION II: Managing San Francisco's Work</b>               |          |          |            |
| <b>Active assignments</b>                                      |          |          |            |
| Total year-end   | 67       | 61       | 70         |
| Lead   | 38       | 40       | 37         |
| Assist   | 29       | 21       | 33         |
| <b>Completed assignments</b>                                   |          |          |            |
| Average duration, all (months)                                 | 12.0     | 11.5     | 10.0       |
| Average cost (thousands)                                       | \$301    | \$270    | \$240      |
| <b>Timeliness (percent)</b>                                    |          |          |            |
| Blue book reports by target date                               | 26.3     | 35.5     | 21.0       |
| All external products by target date                           | a        | a        | 30.0       |
| <b>Resource utilization (percent)</b>                          |          |          |            |
| Administrative support time                                    | a        | a        | 19         |
| Investment time  | a        | a        | 5          |
| Direct time  | a        | a        | 76         |
| <b>SECTION III: Profile of San Francisco's Human Resources</b> |          |          |            |
| <b>Work force</b>  |          |          |            |
| Total work force   | 136      | 137      | 137        |
| Work force by job category                                     |          |          |            |
| Evaluators   | a        | 108      | 110        |
| Evaluator-related specialists                                  | a        | 5        | 5          |
| Administrative/technical                                       | a        | 7        | 6          |
| Support staff  | 12       | 16       | 15         |
| Professional work force by level/grade                         |          |          |            |
| SES  | 1        | 1        | 1          |
| Management level and GS-15                                     | 3        | 4        | 4          |
| Senior level and GS-13/14                                      | 55       | 53       | 60         |
| Staff level and GS-7 to GS-12                                  | 65       | 63       | 57         |
| <b>Recruitment/hiring</b>                                      |          |          |            |
| Professional hires   | 8        | 10       | 12         |
| <b>Training</b>  |          |          |            |
| Average training hours per staff member <sup>b</sup>           | 26       | 79       | 44         |
| <b>Attrition</b>   |          |          |            |
| Professionals  | 10       | 8        | 15         |
| Support staff  | 0        | 1        | 4          |

# Seattle Regional Office

| <b>SECTION I: Results of Seattle's Work</b>              |             |             |             |
|--|-------------|-------------|-------------|
|  | <b>1989</b> | <b>1990</b> | <b>1991</b> |
| Region-led written products                              | 16          | 25          | 43          |
| Financial benefits (millions)                            | \$222.80    | \$947.60    | \$1,801.01  |
| Accomplishment reports                                   | 9           | 18          | 12          |
| <b>SECTION II: Managing Seattle's Work</b>               |             |             |             |
| <b>Active assignments</b>                                |             |             |             |
| Total year-end   | 63          | 68          | 62          |
| Lead   | 36          | 42          | 40          |
| Assist   | 27          | 26          | 22          |
| <b>Completed assignments</b>                             |             |             |             |
|  | 25          | 42          | 56          |
| Average duration, all (months)                           | 12.2        | 11.4        | 10.0        |
| Average cost (thousands)                                 | \$301       | \$260       | \$225       |
| <b>Timeliness (percent)</b>                              |             |             |             |
| Blue book reports by target date                         | 26.9        | 42.4        | 40.0        |
| All external products by target date                     | a           | a           | 46.0        |
| <b>Resource utilization (percent)</b>                    |             |             |             |
| Administrative support time                              | a           | a           | 12          |
| Investment time  | a           | a           | 6           |
| Direct time  | a           | a           | 82          |
| <b>SECTION III: Profile of Seattle's Human Resources</b> |             |             |             |
| <b>Work force</b>  |             |             |             |
| Total work force   | 102         | 106         | 108         |
| <b>Work force by job category</b>                        |             |             |             |
| Evaluators   | a           | 89          | 90          |
| Evaluator-related specialists                            | a           | 6           | 7           |
| Administrative/technical                                 | a           | 3           | 3           |
| Support staff  | 8           | 7           | 7           |
| <b>Professional work force by level/grade</b>            |             |             |             |
| SES  | 1           | 1           | 1           |
| Management level and GS-15                               | 2           | 2           | 2           |
| Senior level and GS-13/14                                | 44          | 44          | 49          |
| Staff level and GS-7 to GS-12                            | 47          | 52          | 49          |
| <b>Recruitment/hiring</b>                                |             |             |             |
| Professional hires                                       | 7           | 9           | 3           |
| <b>Training</b>  |             |             |             |
| Average training hours per staff member <sup>b</sup>     | 21          | 62          | 54          |
| <b>Attrition</b>   |             |             |             |
| Professionals  | 9           | 7           | 8           |
| Support staff  | 0           | 6           | 2           |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# European Office

| <b>SECTION I: Results of Europe's Work</b>              |              |              |              |
|---|--------------|--------------|--------------|
|   | 1989         | 1990         | 1991         |
| Region-led written products                             | 5            | 5            | 2            |
| Financial benefits (millions)                           | \$260.80     | \$64.50      | \$356.50     |
| Accomplishment reports                                  | 5            | 3            | 3            |
| <b>SECTION II: Managing Europe's Work</b>               |              |              |              |
| <b>Active assignments</b>                               |              |              |              |
| Total year-end  | 34           | 31           | 41           |
| Lead  | 3            | 3            | 5            |
| Assist  | 31           | 28           | 36           |
| <b>Completed assignments</b>                            |              |              |              |
|   | 7            | <sup>a</sup> | 4            |
| Average duration, all (months)                          | 14.2         | <sup>a</sup> | 9.1          |
| Average cost (thousands)                                | \$183        | <sup>a</sup> | \$236        |
| <b>Timeliness (percent)</b>                             |              |              |              |
| Blue book reports by target date                        | 0.0          | <sup>a</sup> | 0.0          |
| All external products by target date                    | <sup>a</sup> | <sup>a</sup> | 33.0         |
| <b>Resource utilization (percent)</b>                   |              |              |              |
| Administrative support time                             | <sup>a</sup> | <sup>a</sup> | 12           |
| Investment time   | <sup>a</sup> | <sup>a</sup> | 3            |
| Direct time   | <sup>a</sup> | <sup>a</sup> | 85           |
| <b>SECTION III: Profile of Europe's Human Resources</b> |              |              |              |
| <b>Work force</b>                                       |              |              |              |
| Total work force  | 49           | 52           | 54           |
| Work force by job category                              |              |              |              |
| Evaluators  | <sup>a</sup> | 47           | 48           |
| Evaluator-related specialists                           | <sup>a</sup> | 0            | 0            |
| Administrative/technical                                | <sup>a</sup> | 0            | 0            |
| Support staff   | 4            | 4            | 5            |
| Professional work force by level/grade                  |              |              |              |
| SES   | 2            | 1            | 1            |
| Management level and GS-15                              | 3            | 3            | 3            |
| Senior level and GS-13/14                               | 12           | 17           | 22           |
| Staff level and GS-7 to GS-12                           | 28           | 27           | 23           |
| <b>Recruitment/hiring</b>                               |              |              |              |
| Professional hires                                      | 0            | 0            | 0            |
| <b>Training</b>   |              |              |              |
| Average training hours per staff member <sup>b</sup>    | 21           | <sup>a</sup> | <sup>a</sup> |
| <b>Attrition</b>  |              |              |              |
| Professionals   | 1            | 1            | 0            |
| Support staff   | 0            | 0            | 1            |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.

# Far East Office

| <b>SECTION I: Results of Far East's Work</b>              |              |              |              |
|---|--------------|--------------|--------------|
|   | <b>1989</b>  | <b>1990</b>  | <b>1991</b>  |
| Region-led written products                               | 3            | 2            | 3            |
| Financial benefits (millions)                             | \$65.90      | <sup>a</sup> | \$0          |
| Accomplishment reports                                    | 3            | <sup>a</sup> | 3            |
| <b>SECTION II: Managing Far East's Work</b>               |              |              |              |
| <b>Active assignments</b>                                 |              |              |              |
| Total year-end  | 13           | 17           | 32           |
| Lead  | 2            | 4            | 4            |
| Assist  | 11           | 13           | 28           |
| <b>Completed assignments</b>                              |              |              |              |
|   | 4            | <sup>a</sup> | 3            |
| Average duration, all (months)                            | 18.0         | <sup>a</sup> | 19.4         |
| Average cost (thousands)                                  | \$274        | <sup>a</sup> | \$316        |
| <b>Timeliness (percent)</b>                               |              |              |              |
| Blue book reports by target date                          | 33.3         | <sup>a</sup> | 0.0          |
| All external products by target date                      | <sup>a</sup> | <sup>a</sup> | 0.0          |
| <b>Resource utilization (percent)</b>                     |              |              |              |
| Administrative support time                               | <sup>a</sup> | <sup>a</sup> | 18           |
| Investment time   | <sup>a</sup> | <sup>a</sup> | 5            |
| Direct time   | <sup>a</sup> | <sup>a</sup> | 77           |
| <b>SECTION III: Profile of Far East's Human Resources</b> |              |              |              |
| <b>Work force</b>   |              |              |              |
| Total work force  | 32           | 35           | 31           |
| <b>Work force by job category</b>                         |              |              |              |
| Evaluators  | <sup>a</sup> | 29           | 25           |
| Evaluator-related specialists                             | <sup>a</sup> | 0            | 0            |
| Administrative/technical                                  | <sup>a</sup> | 0            | 0            |
| Support staff   | 5            | 5            | 5            |
| <b>Professional work force by level/grade</b>             |              |              |              |
| SES   | 1            | 1            | 1            |
| Management level and GS-15                                | 2            | 2            | 2            |
| Senior level and GS-13/14                                 | 9            | 11           | 10           |
| Staff level and GS-7 to GS-12                             | 15           | 16           | 13           |
| <b>Recruitment/hiring</b>                                 |              |              |              |
| Professional hires  | 0            | 0            | 0            |
| <b>Training</b>   |              |              |              |
| Average training hours per staff member <sup>b</sup>      | 68           | <sup>a</sup> | <sup>a</sup> |
| <b>Attrition</b>  |              |              |              |
| Professionals   | 2            | 0            | 0            |
| Support staff   | 0            | 0            | 0            |

<sup>a</sup>Data not available.<sup>b</sup>Figures for 1989 include internal training only.





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